

# Analysis of Foreign Area Officer (FAO) Requirements

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# **Analysis of Foreign Area Officer (FAO) Requirements**

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## Background



- DEPSECDEF ordered that all services create a cadre of foreign area experts to manage political-military activities overseas
- OPNAV N81 asked CNA to determine the size and scope of the Navy's demand for Foreign Area Officers (FAO)
- CNA was directed to...
  - Derive FAO definition from DoD and OPNAV guidance
  - Identify global capability, capacity, size, and distribution requirements for the FAO community based on fleet input

**Results intended to establish FAO requirements for Navy's input to POM-08**

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In 2005, the U.S. Deputy Secretary of Defense (DEPSECDEF) ordered all military services to create a community of experts with foreign language proficiency and detailed regional expertise acquired through formal study and in-country experience. This cadre of experts would be responsible for managing and analyzing politico-military activities overseas, including facilitating close and continuous military-diplomatic interaction with foreign governments. In accordance with this guidance, the Navy is reorganizing its FAO community and creating a restricted line community of foreign area experts.

In support of this effort, OPNAV N81 asked the Center for Naval Analyses (CNA) to conduct a study to analytically determine the global capability, capacity, size, and distribution requirements for the FAO community. To do this, we used Department of Defense (DoD) and Navy guidance for the community and direct input from the fleet. The results of this study are intended to establish FAO requirements for the Navy's input to Program Objective Memorandum 2008 (POM-08).

## Background: Other FAO initiatives

- Interim FAO billet structure (OPNAV N5/N13)
  - Identified ~268 FAO billets
  - Constrained to existing billets available for conversion to FAO community
  - Different assumptions and approach to identify billets
- FAO Community Management (CNA)
  - Leveraged FAO numbers derived from this study
  - Examined potential supply of FAO candidates, release from communities, and career management and milestones

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There were two other OPNAV initiatives related to the FAO community taking place during the timeframe of this study (June 2006 to February 2007). They are the interim FAO billet structure created by OPNAV and the FAO Community Management study conducted by CNA.

The first initiative was carried out within OPNAV and led by OPNAV N5/N13. OPNAV N5/N13 created an interim billet structure by reviewing the existing billets in the Navy billet database and selecting all billets that appeared to require FAO capabilities. Through this process, OPNAV identified approximately 268 unrestricted line (URL) billets that would be suitable for transfer to the Navy's new restricted line (RL) community. The OPNAV N5/N13 team then sent the list of prospective FAO RL conversion billets to the commands to which the billets are currently assigned for review. OPNAV's approach limited the prospective FAO billet structure to existing URL billets available for conversion to the FAO community, and involved minimal interaction with the commands.

For the second initiative, OPNAV N5 asked CNA to conduct a study to examine FAO community management. That study examined the current and potential supply of FAO candidates from within the Navy, requirements for sustainable personnel models, FAO career management and milestones, and the Navy's ability to respond to potential changes in the demand for FAOs. The study of

## Background: Other FAO initiatives



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FAO community management is intended to complement the current study which focuses on the Navy's FAO needs. Together these will provide OPNAV with a more complete understanding of the number of FAOs needed and the prospective community management issues.



## This study: Analytic approach



- Focuses on demand
- Approach
  - Established the definition of FAO and FAO positions
  - Collected data to identify commands' demands
  - Analyzed commands' demands for FAO according to a set of assessment criteria

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In this study, OPNAV N81 asked CNA to analytically derive the requirement for FAO within the Navy. We use the term “requirement” to mean the number of USN FAOs needed, based on our analysis. OPNAV also refers to this number as the “demand signal” because the study incorporates the Navy’s articulated demand for FAO billets.

In approaching this study, we first needed to establish a definition of USN FAOs. Because the FAO community, in its current form, is relatively new, a firm definition of FAO has not yet been socialized throughout the Navy. Commands have different understandings of FAO capabilities and functions. Therefore, the first step in our analytic approach was to derive a Navy-wide definition of the appropriate skills, capabilities, and experiences of FAOs.

Next, we collected data from commands and identified the commands’ perceived needs for FAO. The research team interviewed Navy commands directly to identify demand for specific capabilities. The interview process allowed the research team to identify needs outside of the command’s initial understanding of FAO capabilities and functions. Specifically, the team asked commands to identify demands needs for FAO according to their need for particular regional, cultural, and linguistic expertise capabilities, as well as the appropriate ranks and numbers of officers. Because we interviewed commands, our results differ from the OPNAV N5/N13 FAO interim billet structure initiative.



## This study: Analytic approach



- Focuses on demand
- Approach
  - Established the definition of FAO and FAO positions
  - Collected data to identify commands' demands
  - Analyzed commands' demands for FAO according to a set of assessment criteria

Finally, we assessed the data according to a set of criteria for identifying billets that required FAO capabilities. We derived the criteria for FAO billets from the definition of FAOs as well as Navy and DoD directives. We found that not all of the commands' demands met the criteria of FAO positions. Notably, this analytic step allowed us to disaggregate FAO billets (all billets meet all criteria for FAO) and "FAO-like" positions (billets which required some, but not all, of the criteria for FAO billets). We then validated this data through senior leadership at each command or staff. This process ensured that we had accurately represented the demand for FAO at each command, and the command was satisfied with its final input to the study.

## Definition of USN FAO used in this study

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- Commissioned Navy officers with a minimum of 8 years of service
- With ability to manage and analyze politico-military activities,
- Regional expertise,
- Cultural understanding, and
- Advanced foreign language capabilities

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US Navy documentation provides only broad guidance and does not contain a precise definition of a Foreign Area Officer. To establish a definition of FAO we used a variety of documentation, including CJCS Instruction 3126.01, DoD Directive 1315.17, and OPNAV Instruction 1301.10B.

From these documents we determined that FAOs are foreign area experts who manage and analyze politico-military activities overseas. (In this study, we define “politico-military activities” as activities that facilitate close and continuous contact with foreign governments and militaries, in order to develop and maintain mutually supportive bilateral and multilateral military relationships.) In addition, these individuals are commissioned Navy officers with a minimum of eight years of service. They must also possess regional expertise, cultural understanding, and advanced foreign language capabilities (with a goal of a 3-3-3 level of listening, reading, and speaking proficiency on the Defense Language Proficiency Tests (DLPT)).

## Criteria for FAO billets



- In this study, FAO positions require:
  - A commissioned officer
  - Ability to manage and analyze politico-military activities
  - Any combination of language capabilities, regional expertise, and cultural skills

Once we identified the capabilities and skills of individual FAOs, we then defined the criteria for FAO billets. To qualify as a FAO billet, a position must require a commissioned officer to manage and analyze politico-military activities, and must need that officer to have some combination of language capabilities, regional expertise, and cultural skills in order to execute the functions of the job.

By using this standard set of evaluation criteria, we were able to disaggregate demands that meet the FAO criteria and those that did not, but were still worthy of collection and assessment. Billets were not included in the FAO demand signal unless they met all criteria for FAO positions. Other positions are treated separately later as “FAO-like” positions. (For a discussion of “FAO-like billets,” see slide 19.)

## Command input



- We collected data and established requirements for USN FAOs at the following commands:

NAVCENT	FFC	ONI (Attaché Office)
CNE-C6F	NECC	Schools
PACFLT	OPNAV	COCOM J5s
NAVSO	NIPO	SAO
C2F		

- Navy input informed the data collection and requirements for USN FAOs at non-Navy commands

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Once we established the definition of FAO, we visited Navy commands and staffs to collect data to identify the commands' perceived needs for FAO.

Given the resource constraints of the study, we limited the scope of these visits to Navy commands identified above in blue. We focused on these command because we identified them as having potential for FAO requirements, based on their locations and missions. Through interviews, roundtables, facilitated discussions, and an internal assessments, we identified places where FAO capabilities were needed in the commands and staffs and also in subordinate commands.

We also used this opportunity to collect data on prospective requirements at select non-Navy commands. We asked commands to identify other USN FAO needs within the area of responsibility (AOR), including billets that belonged to other commands. We also examined the Joint billet database to identify additional Navy billets at non-Navy commands that appeared to meet the criteria of FAO positions. Locations identified but not visited were: COCOM J5s, Office of Defense Cooperation/Security Assistance Officers (ODC/SAO), and professional military educational facilities (schools such as Naval Postgraduate School and the Asia-Pacific Center). The total FAO demand signal in this study includes all of the commands listed on the slide above.



## Constrained FAO requirement

	O-6	O-5	O-4	O-3	Total
NAVCENT	1	6	6	0	13
CNE-C6F	2	9	10	0	21
PACFLT (incl. C3F & C7F)	2	9	13	1	25
C2F	0	1	1	0	2
NAVSO	0	3	2	0	5
NECC	1	5	4	0	10
FFC	0	1	1	0	2
NIPO	2	6	4	0	12
OPNAV N5 SP	3	3	4	0	10
Schools	0	2	1	0	3
SAO	9	38	25	0	72
Attache	35	19	5	0	59
COCOM J5/JS	3	34	15	0	52
<b>Total</b>	<b>58</b>	<b>136</b>	<b>91</b>	<b>1</b>	<b>286</b>

Constrained FAO Demand Signal

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We collected data on the demands for FAO within both an environment constrained to existing authorized billets and an environment where demand was not constrained to the existing billet structure. This unconstrained environment will be discussed later.

The table above shows FAO billet requirements in the constrained FAO environment, according to rank and command. The number of constrained FAO billets identified is 286. Individual billets in this composite are shown in the back-up material.

Due to constraints of timelines, promotion criteria, and personnel resources, this demand signal may or may not be sustainable from a community management prospective. The CNA companion study, called *Foreign Area Officer Community Management* [CNA D0015405.A1], examines the implications of this demand signal and other related FAO community management issues.

## Where is the demand overseas?

- FAO billet needs identified overseas:
  - COCOM staffs (J5)
  - Naval component command staffs (N5)
    - LNO in region
    - Attachés & assistant attachés
    - Security Assistance Officers

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Through our analytic process, we identified FAO positions overseas and in CONUS. Not surprisingly, most of Navy FAO positions identified in this study are located overseas. This slide displays overseas FAO positions that meet the criteria for USN FAO, as defined earlier in the study. These positions are dispersed among Navy, Joint, and other agency positions. FAOs in the N5 offices at NAVSO, Second and Third Fleet are included in this characterization of overseas FAOs, despite the fact that they are located in CONUS.

### **Combatant Commander and Naval Component Commander Policy and Plans Staff billets (J5 and N5)**

Every Naval Component Command (NCC) expressed a need for FAOs in their policy and plans office. The positions identified in the N5 for FAO are primarily those of country engagement officers, not planners. NCC staff additionally recommended that their counterparts at the J5, who have similar responsibilities for the COCOM, should also be FAOs. These billets meet the FAO criteria because:

- Officers need to have an operational understanding of the Navy based on at least eight years of experience and be a legitimate interlocutor with foreign counterparts in the officer ranks
- They manage and analyze politico-military activities with foreign militaries and governments on a regular basis
- They have regional expertise, language skills, cultural skills are necessary to conduct regional analysis and interact with their foreign counterparts

## Where is the demand overseas?



- FAO billet needs identified overseas:
  - COCOM staffs (J5)
  - Naval component command staffs (N5)
  - LNOs in region
  - Attachés & assistant attachés
  - Security Assistance Officers

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### Liaison Officers (LNOs)

The NCCs also identified LNO billets as FAO candidates. LNOs are US Navy officers who maintain day-to-day contact with key partner countries by living in foreign countries and building relationships with foreign governments and militaries. These billets meet the FAO criteria because:

- LNOs are commissioned officers
- They manage and analyze politico-military activities in the course of everyday interactions with foreign governments and militaries
- Regional expertise, cultural skills, and language skills are necessary to live and work in a foreign country

### Attachés

Attaché and assistant attaché billets are applicable positions for FAO. These billets meet the FAO criteria because:

- A military attaché must be a commissioned officer
- Managing and analyzing politico-military activities is a key component of the attaché job
- Regional expertise and cultural skills are required to be effective in the positions. Language skills help an attaché build relationships with the foreign government



## Where is the demand overseas?



- FAO billet needs identified overseas:
  - COCOM staffs (J5)
  - Naval component command staffs (N5)
  - LNO in region
  - Attachés & assistant attachés
  - Security Assistance Officers

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### **Security Assistance Officers (SAOs)**

Security assistance officers (SAOs), or other officers who work in security assistance offices worldwide, also meet the criteria for FAOs. The function of a SAO is to facilitate foreign military assistance with the host government. They are assigned generally to Offices of Defense Cooperation, Military Assistance Groups (MILGRP), and Joint Military Assistance Groups (JUSMAG). All of these offices conduct similar activities, albeit under different names. These billets meet the FAO criteria because:

- They require commissioned officers
- They manage politico-military activities
- Regional expertise, language skills, and cultural expertise are necessary to live and work in a foreign country



## Where is the demand in CONUS?



- FAO billet needs identified in CONUS:
  - OPNAV N5 SP
  - Navy IPO
  - FFC policy and plans
  - NECC Maritime Civil Affairs Group

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This slide displays the staffs and commands within the United States that are covered by this study and have requirements for personnel that meet the criteria for USN FAO. Most of these billets support policy makers and military leadership in the United States, with the exception of Naval Expeditionary Combat Command, which mans, trains, and equips units to deploy from its CONUS headquarters to operate overseas.

### **OPNAV N5 Strategy and Policy (N5 SP)**

We identified a requirement for FAOs in the International Security division of N5 Strategy and Policy office of OPNAV N3/N5. These officers support both forward-deployed Navy commands, such as NCCs, and civilian and uniformed policy-makers in OPNAV that deal with matters pertinent to, or regularly interact with members of foreign militaries. These billets meet the FAO criteria because:

- Positions require commissioned officers
- They manage and analyze politico-military activities on a daily basis
- Regional expertise is required to conduct their daily business. Language or cultural skills help their ability to interact with foreign counterparts or embassy officials

## Where is the demand in CONUS?



- FAO billet needs identified in CONUS:
  - OPNAV N5
  - Navy IPO
  - FFC policy and plans
  - NECC Maritime Civil Affairs Group

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### **Navy International Programs Office (NIPO)**

We identified the need for FAO billets in NIPO, the agency responsible for providing assistance to US allies and partners through foreign military sales, cooperative programs, training and education, and facilitating release authority of transferable technology. These billets meet the FAO criteria because:

- Positions require commissioned officers
- They manage and analyze politico-military activities on a regular basis for conducting foreign military sales and cooperative programs
- An understanding of regional dynamics and the ability to work well with foreign militaries are the most important capabilities for the position, although there is also an occasional need for language and cultural skills

### **Fleet Forces Command (FFC)**

In its role as the Naval Component Command for Northern Command, FFC also has a requirement for FAOs in positions that regularly deal with foreign governments in addressing maritime threats to the US and facilitating theater security cooperation with Canada and Mexico. These billets meet the FAO criteria because:

- Positions require commissioned officers
- They analyze and manage politico-military activities
- They provide regional expertise on a regular basis, and occasional cultural or language skills

## Where is the demand in CONUS?



- FAO billet needs identified in CONUS:
  - Navy IPO
  - FFC policy and plans
  - OPNAV N5
  - NECC Maritime Civil Affairs Group

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### **Naval Expeditionary Combat Command (NECC)**

Naval Expeditionary Combat Command (NECC) is a new command that is responsible for organizing, manning, training, and equipping Navy forces to operate in an expeditionary environment. In particular, the Maritime Civil Affairs Group (MCAG) in NECC will conduct civil affairs operations in local environments and interacts with government officials about issues regarding military operations. These billets meet the FAO criteria because:

- Positions require commissioned officers
- They manage and analyze politico-military activities for assessments, plans, and execution of civil affairs operations
- Regional expertise, language skills, and cultural expertise are necessary to assess, plan, and operate in foreign environment

## Unconstrained Navy FAO billet demand signal

	O-6	O-5	O-4	O-3	Total
NAVCENT	0	1	19	0	20
NAVSO	0	0	6	0	6
CNE-C6F	0	2	15	0	17
PACFLT	0	1	1	0	2
NECC	0	0	10	0	10
SAO	0	0	16	0	16
Attache	0	6	18	0	24
<b>Total</b>	0	10	85	0	<b>95</b>

Unconstrained FAO Demand Signal

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We also asked commands to identify all their needs for FAOs in an unconstrained environment. This allowed commands to articulate the need for billets that currently do not exist, but that would require FAO capabilities, such as additional LNO billets or attaché positions. These unconstrained billets incorporate both today's additional billet needs and the future billet needs at the commands. The unconstrained billet requirements were identified in addition to the constrained billet requirements.

The number of additional FAO billets identified in an unconstrained environment is 95. Individual billets in this composite are shown in the back-up material.

The total number of FAO billets identified in both the constrained and unconstrained environments is 381.



## Important considerations



- Confidence factor: “We don’t know what we don’t know”
  - Today: Navy needs more FAO experience to determine exactly where to leverage FAO
  - Future: Navy knows it will need a different concentration of FAOs in the future, but does not know where/when
- Flexibility factor: Need to support a dynamic world
  - NECC and NCCs need more FAOs with various capabilities to react to events in a dynamic world
  - Option: Pool of reservist FAOs to provide surge capabilities
- Transformation factor: Navy transforms to meet new challenges in the world

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UNCLASSIFIED Examples: AFRICOM, GFS, MHQ-MOC

During the data collection process, senior officers in many commands articulated to the research team important factors that they believe should be taken into account when considering both the current requirements and future requirements for USN FAO. As OPNAV considers the current FAO demand, begins to build the new FAO RL community, and prepares its input for future year requirements (through subsequent POM inputs), the following points merit consideration.

One commonly cited factor was that since the community is so new and since the commands have not seen the relative strengths and weaknesses of officers coming out of the new FAO pipeline, commands were reluctant to believe that they could accurately identify additional positions until they could gain more experience working with FAOs and understand the capabilities FAO bring to the command. Also, the commands know that regional focus may change over time and that the capabilities required for FAO today may differ from those required in the future.

Secondarily, all commands articulated their need to be flexible and suggested this may imply that they may need to draw additional FAOs from elsewhere to respond to events in the world. In particular, the Naval Component Commanders would like temporarily deployed FAOs to participate in exercises or theater security cooperation activities with partner nations, but they do not know how many FAOs or which capabilities are necessary.

## Important considerations

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- Flexibility factor: Need to support a dynamic world
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NECC is unique in the FAO study because as a force provider it needs to be responsive to missions in different parts of the world, potentially at the same time. As a result, NECC would need more FAOs with a diverse set of capabilities in order to respond to events around world.

In addition to these flexibility concerns, each command independently expressed the need for a pool of reservist FAOs (probably in CONUS) to provide surge capabilities for exercises, theater security cooperation activities, and emergency response missions.

Finally, commands noted that the demand for FAO might change with the development of future manning and organizational structures. Examples of recent changes include the support of AFRICOM, the development of the first Global Fleet Stations (GFS), and the new manning requirement for the experimental Maritime Headquarters - Maritime Operations Center (MHQ-MOC). Their evolution may uncover additional FAO billets.



## Demand for “FAO-like” capabilities



- FAO-like demands identified:
  - Intelligence billets/N2/J2
  - N39/Information Operations
  - Advisors and linguists on the CSG staff
  - Regional sub specialists for operational billets
  - Liaison sailors (not officers)
  - Foreign area enlisted program
  - Personnel Exchange Program (PEP)

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We also identified a demand for other “FAO-like” billets. In general, these billets called for language skills, regional expertise, and/or cultural skills, but did not meet the criteria of FAO because they did not involve managing politico-military activities or do not require an officer. While these “FAO-like” demands are beyond this study’s sponsor’s request for analytically-derived FAO requirements, our approach produced additional data that allowed us to address the sponsor’s request for information regarding Navy’s need for language, regional expertise, and cultural skills.

Among the “FAO-like” positions were intelligence positions in the N2 and J2, information operations/N39, cultural advisors and linguists on the carrier strike group (CSG) staffs, and regional sub-specialists for operational billets, such as planners or officers in the operations office (N3).

Among the “FAO-like” positions that did not require a commissioned officer were liaison sailors (which are parallel to the LNOs noted above) and a cadre of foreign area experts among the enlisted sailors, as some Naval Component Commanders preferred to send enlisted sailors, instead of officers, as liaisons to foreign countries. Many commands identified the need for enlisted sailors with the cultural skills, regional understanding, and language capabilities to fill a variety of enlisted positions.



## Demand for “FAO-like” capabilities

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Finally, the Personnel Exchange Program (PEP) is a program in which officers and career-designated petty officers live in a foreign country and serve in a foreign military for a year. In our discussions, many people suggested that PEP billets may require FAOs in the future, given the cross-cultural aspects of the program. However, an examination of the OPNAV Instruction for the Personnel Exchange Program (Instruction 5700.7G) reveals that the purpose of the PEP is to enhance inter-service relationships and facilitate the exchange of experience and professional knowledge to the largest extent possible. PEP billets are technical in nature and require the expertise of an aviator or a specialized officer who plans to remain in his warfare community. Thus, it appears that the goal of the Personnel Exchange Program is different from that of the FAO program.

In addition, the majority of PEP billets are at the O-3 level, too early in the career of an officer for one to be a qualified FAO. As a result, PEP billets do not meet the criteria for FAO assignments. However, one can easily envision a scenario in which PEP becomes a springboard for the FAO community, allowing O-3 level officers with language and cultural skills to apply for the FAO program after a successful PEP tour.

## Other potential FAO billets



- Other potential areas for USN FAO consideration:
  - NATO staffs
  - UN Peacekeeping Operations
    - TSOC, theater security cooperation
    - J4, security cooperation office

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In conducting the research, we identified additional types of billets that fall outside of the boundaries of this study, but potentially require USN FAO capabilities. By identifying these billets, we can see where else the Navy may need FAOs and further analysis on the need for FAOs.

### **NATO Staffs**

NCC staffs identified NATO staffs as potential areas for US Navy FAOs. Some US Navy officers on NATO staffs manage and analyze politico-military activities on a regular basis, and many positions require regional expertise and French language skills. Furthermore, language capability, cultural skills, and regional expertise may be valuable in daily interactions on an international staff.

### **UN Peacekeeping Operations**

UN Peacekeeping Operations also have positions that require regional expertise, language skills, and cultural skills. In many cases, UN Peacekeepers work with local populations and conduct civil-military and politico-military activities in a foreign country on a regular basis.

## Other potential FAO billets



- Other potential areas for USN FAO consideration:
  - NATO staffs
  - UN Peacekeeping Operations
    - TSOC, theater security cooperation
    - J4, security cooperation office

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### Theater Special Operations Command (TSOC)

TSOCs might have a requirement for FAO skills in the conduct of theater security cooperation activities. SOCPAC has recruited a USN officer with attaché and SAO experience specifically to exploit this background. Further research may indicate whether similar situations exist in other TSOCs, whether this is a unique arrangement, or whether this is the beginning of a trend in which FAOs are inside TSOCs.

### COCOM J4

The Joint Security Cooperation Office in the COCOM staff, within the J4, might also have a potential need for FAOs. Discussions with exercise planners and N4 officers who leverage the expertise in the J4, as well as attaches who rely on “reach back” support from the J4, noted that there is a need for FAO capabilities in the Joint Security Cooperation Office. This office is primarily responsible for helping to build security relationships and increase partner nations’ capabilities, as well as security assistance, in the form of foreign military sales, international military education training, and other programs. Given these responsibilities and the input of those who work with the J4 on both ends, it appears that there may be a need for foreign area experts in the J4 offices in the COCOM staff. Further research may indicate whether these are truly FAO positions, or simply require FAO-like capabilities.



## Additional analysis



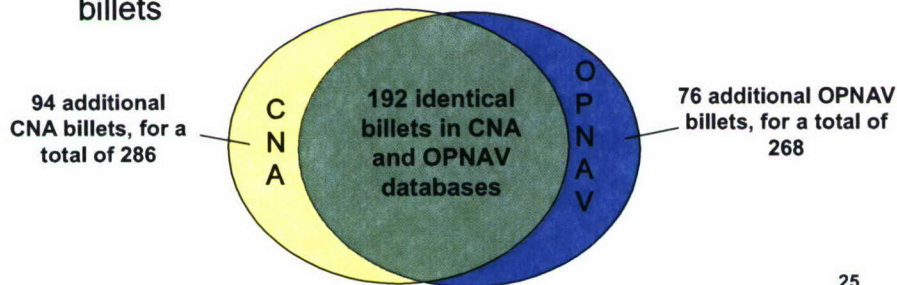
- Comparison of CNA and OPNAV's interim FAO billet databases
- Distribution of USN FAO billets in OSD priority countries

OPNAV N81 requested that CNA conduct additional analysis on two topics. For the first topic, OPNAV asked CNA to compare its constrained FAO database with OPNAV's interim FAO billet structure. This analysis will be discussed in the following pages.

For the second topic, OPNAV requested an analysis of the distribution of USN FAO billets in OSD priority countries. This discussion requires the inclusion of classified information and therefore can only be found in the classified version of this brief [*Analysis of Foreign Area Officer (FAO) Requirements* CNA D0015735.A1].

## FAO database overlap

- 192 billets appeared in both the CNA analysis and the OPNAV interim initiative
- CNA identified 94 unique billets
- Interim OPNAV billet structure identified 76 unique billets



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To identify the overlap between the CNA and OPNAV billet structures, we compared the individual billets in each database, based on the billet information available. The CNA and OPNAV initiatives occurred independently of each other and required the collection of different kinds of information. OPNAV identified billets based on unit identification codes (UIC), billet titles, and ranks listed in the billet database, whereas CNA identified billets according to their title, rank, capability, and expertise requirements specified by the commands. As a result, an exact comparison was not possible, but we were able to approximate by using billet titles and ranks to identify overlaps among billets from each command.

We identified 192 billets that appeared in both the CNA analysis of constrained FAO billets and in the OPNAV interim initiative. Approximately two-thirds of the billets overlap in the databases. In addition, we identified 94 billets that are unique to the CNA constrained FAO requirements and 76 billets that are unique to OPNAV's interim billet structure.

## FAO database comparison



- CNA analysis identified 94 constrained billets that do not exist in OPNAV's database
  - These billets are in addition to the unconstrained billets identified by the CNA analysis
- Additional billets identified by CNA:
  - Select NCC staffs, including LNO billets
  - Select Security Assistance Officer positions
  - Staffs at: CENTCOM, NORTHCOM, EUCOM, PACOM, and JFCOM
  - Joint Staff of the Joint Chiefs of Staff
  - National Defense University

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A comparison of the two billet structures shows 94 CNA constrained billets that were not found in OPNAV's database. These 94 constrained billets are in addition to the 95 unconstrained billets identified in our study. In total, CNA identified the need for 189 FAO billets (half constrained, half unconstrained) that were not found in OPNAV's interim billet structure.

The constrained billets unique to CNA's billet structure were dispersed among several commands and staffs. A large portion of the billets were on NCC staffs and in LNO positions. In addition, several FAO billets were located in security assistance officer positions and in COCOM staffs around the world. Finally, a few billets were identified at the Joint Staff of the Joint Chiefs of Staff and at National Defense University.



## FAO database comparison



- OPNAV initiative identified 76 billets that are not in the CNA analysis of FAO requirements
  - Certain OPNAV billets do not meet CNA criteria for FAO requirements; others were not identified by commands
- Additional billets identified by OPNAV:
  - Select NCC staffs, including LNO billets
  - Staffs at: CENTCOM, NORTHCOM, SOUTHCOM, NATO, and the UN
  - Joint Intelligence Center, Pearl Harbor
  - Defense Intelligence Agency
  - US Mil Observer Kuwait
  - Office of Secretary of Defense
  - Navy Personnel Command

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The billet comparison also showed 76 billets in the OPNAV initiative that were not in the CNA constrained billet structure. Some of these billets were not included in the CNA assessment because they did not meet our study's criteria for FAO billet requirements. Most of the billets were not identified to CNA by the commands as positions that required FAOs.

The FAO billets unique to OPNAV's billet structure were dispersed among several commands and staffs. Several of the billets were on NCC staffs and in LNO. Many were also located in COCOM, NATO, and UN staffs around the world. In addition, intelligence billets in the Joint Intelligence Center in Pearl Harbor and in the Defense Intelligence Agency were included as FAO positions. Finally, a few FAO billets were also located in the Office of the Secretary of Defense and in Navy Personnel Command.

## Reasons for differences



- Billet differences occur due to:
  - Different methods of data collection
    - CNA visited commands to collect data
    - OPNAV worked from existing database
  - Different criteria for FAO billets
    - CNA criteria for FAO billet selection is detailed earlier in the study
  - CNA's validation process with senior leadership at commands
    - Provided an opportunity for senior leadership to vet and approve comprehensive command inputs

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The differences between the CNA and OPNAV billet structures stem from their different approaches to identifying FAO billets. CNA and OPNAV used different methods of data collection, criteria for FAO billets, and validation of the final inputs with senior leadership at each command.

First, CNA and OPNAV approached data collection differently. CNA visited the commands, conducted interviews, and collected direct inputs. OPNAV worked from the existing Total Force Manpower Management (TFMM) database to identify billets that appeared to need FAOs based on the billet descriptions.

Second, CNA and OPNAV used different criteria to define FAO billets. CNA criteria for FAO billet selection is detailed earlier in this study (p.8) and it is based upon our derived definition of FAO and the requirements for FAO positions. We were unable to identify the criteria used to determine FAO billets in the OPNAV initiative.

Finally, CNA validated its analysis with the senior leadership at each command. This provided an opportunity for senior leadership (usually the chief of staff) to vet and approve the command's comprehensive input for the FAO requirement. In this way, CNA was able to insure that its data and analysis represented the command's needs as a whole. To our knowledge, OPNAV did not engage in a similar process.

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Questions?

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## Back Up

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## Constrained Billets

# Constrained billets: NAVCENT



Activity Name	Billet Type	Rank	Region	Language	Function
COMUSNAVCENT	N52	O-4	Arab World/Gulf	Arabic	Pol-mil
COMUSNAVCENT	N52	O-4	Arab World/Gulf	Arabic	Pol-mil
COMUSNAVCENT	N52	O-4	Arab World/Gulf	Arabic	Pol-mil
COMUSNAVCENT	N52	O-4	Arab World/Gulf	Arabic	Pol-mil
COMUSNAVCENT	N52	O-4	Arab World/Gulf	Arabic	Pol-mil
COMUSNAVCENT	N52	O-4	Arab World	Arabic	Pol-mil
COMUSNAVCENT	N52	O-5	Arab World	Arabic	Pol-mil
COMUSNAVCENT	N52	O-5	Arab World	Arabic	Pol-mil
COMUSNAVCENT	N52	O-5	Pakistan	Urdu	Pol-mil
COMUSNAVCENT	N52 - Branch head	O-5	Arab World	Arabic	Pol-mil
COMUSNAVCENT	N5 - Div head	O-6	Any regional expertise	ARL	Pol-mil
COMUSNAVCENT	Deputy POLAD	O-5	Any regional expertise	ARL	Policy/Advisor
COMUSNAVCENT	F2C2 - Deputy	senior O-5	Any regional expertise	ARL	Pol-mil
COMUSNAVCENT	LNO Yemen	O-4	Arab World/Gulf	Arabic	Any
COMUSNAVCENT	LNO Oman	O-4	Arab World/Gulf	Arabic	Any
COMUSNAVCENT	LNO Kuwait	O-4	Arab World/Gulf	Arabic	Any

Total billets: 16

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U.S. Naval Forces Central Command identified these constrained FAO billets.



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# Constrained billets: CNE-C6F

Activity Name	Billet Type	Rank	Region	Language	Function
CNE-C6F	N5 -- Director	O-6	Africa	ARL	Policy
CNE-C6F	N5 --Deputy Director	O-5	E. Europe	ARL	Policy
CNE-C6F	N5 -- Reg. Team Head	O-5	Europe	Any European language	Policy
CNE-C6F	N5 -- Reg. Team Head	O-5	Sub Saharan Africa	French	Policy
CNE-C6F	N5	O-5	N. Africa	Arabic	Policy
CNE-C6F	N5	O-5	N. Africa	French	Policy
CNE-C6F	N5	O-5	E. Africa	French	Policy
CNE-C6F	N5	O-4	GoG/W. Africa/Central Africa	French	Policy
CNE-C6F	N5	O-4	GoG/W. Africa/Central Africa	French	Policy
CNE-C6F	N5	O-4	GoG/W. Africa/Central Africa	French	Policy
CNE-C6F	N5	O-4	GoG/W. Africa/Central Africa	Portuguese	Policy
CNE-C6F	N5	O-4	Turkey	Turkish	Policy
CNE-C6F	N5	O-4	Russia/E. Europe	Russian	Policy
CNE-C6F	N5	O-4	Russia/E. Europe	Ukrain/Bulg/Romanian	Policy
CNE-C6F	ONA -- Director	O-6	any part of AOR	ARL	Assessments
CNE-C6F	ONA	O-5	Maghreb/N. Africa	Arabic/French	Assessments
CNE-C6F	ONA	O-5	GoG	French	Assessments
CNE-C6F	ONA	O-4	GoG	French	Assessments
CNE-C6F	ONA	O-4	Eurasia/Russian	Russian	Assessments
CNE-C6F	ONA	O-4	Europe	Any European language	Assessments
CNE-C6F	LNO France, Toulon	O-5	Europe	French	Any

Total billets: 21


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Commander Navy Europe - Commander Sixth Fleet identified these constrained FAO billets.

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# Constrained billets: PACFLT



Activity Name	Billet Type	Rank	Region	Language	Function
COMPACFLT	N5B - Dep Director	O-6	Any	ARL	Pol-mil affairs
COMPACFLT	N51 - Head	O-6	Any	ARL	Pol-mil affairs
COMPACFLT	N51 staff	O-5	South Asia	ARL	Pol-mil affairs
COMPACFLT	N51 staff	O-4	South Pacific/Asia	ARL	Pol-mil affairs
COMPACFLT	N51 staff	O-4	Thai/Cam/Vietnam	Vietnamese	Pol-mil affairs
COMPACFLT	N51 staff	O-4	India/Bengal/Sri Lanka	Hindi	Pol-mil affairs
COMPACFLT	N51 staff	O-5	Oceania/Asia	ARL	Pol-mil affairs
COMPACFLT	N51 staff	O-5	SE Asia	ARL	Pol-mil affairs
COMPACFLT	N51 staff	O-4	China/Taiwan	Chinese Mandarin	Pol-mil affairs
COMPACFLT	N51 staff	O-4	South Korea	Korean	Pol-mil affairs
COMTHIRDFLT	J51 staff	O-4	Latin America/Mexico	Spanish	Pol-mil affairs
COMSEVENTHFLT	N73A	O-5	SE Asia	Indonesian	Pol-mil affairs
COMSEVENTHFLT	N5 staff	O-4	China	Chinese Mandarin	Pol-mil affairs
COMSEVENTHFLT	N5 staff	O-4	S Asia/India	Hindi	Pol-mil affairs
COMSEVENTHFLT	N5 staff	O-5	NE Asia	Korean	Pol-mil affairs
COMNAVFORKOREA	N5 staff	O-5	NE Asia	Korean	Pol-mil affairs
COMNAVFORKOREA	N5 staff	O-4	NE Asia	Korean	Pol-mil affairs
COMNAVFORKOREA	N5 staff	O-3	NE Asia	Korean	Pol-mil affairs
COMNAVFORJAPAN	N5A	O-5	NE Asia	Japanese	Pol-mil affairs
COMNAVFORJAPAN	Exercise officer	O-4	NE Asia	Japanese	Pol-mil affairs
COMNAVFORJAPAN	Ocean Research station	O-5	NE Asia	Japanese	Pol-mil affairs
COMNAVMARIANAS	Civil Affairs/Guam	O-4	SE Asia	Chamorro	Pol-mil affairs
COMLOG WESTPAC	N5 staff	O-5	SE Asia	Indonesian	Pol-mil affairs
COMLOG WESTPAC	N5 staff	O-4	S Asia/India	Hindi	Pol-mil affairs
LNO GROUP CHINHAE	N5 staff	O-4	NE Asia	Korean	Pol-mil affairs

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Total billets: 25

U.S. Pacific Fleet identified these constrained FAO billets.

## Constrained billets: NAVSO



Activity Name	Billet Type	Rank	Region	Language	Function
COMUSNAVSO	N5 staff	O-5	S America	ARL	Pol-mil affairs
COMUSNAVSO	N5 staff	O-5	Caribbean	Spanish/French	Pol-mil affairs
COMUSNAVSO	N5 staff	O-5	Cuba/Caribbean	Spanish	Pol-mil affairs
COMUSNAVSO	N5 staff	O-4	Cent America	Spanish	Pol-mil affairs
COMUSNAVSO	N7 staff	O-4	S America	ARL	TSC policy

Total billets: 5

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U.S. Naval Forces Southern Command identified these constrained FAO billets.



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## Constrained billets: C2F



Activity Name	Billet Type	Rank	Region	Language	Function
COMSECONDFLT	N5 - country officer	O-4 or -O-5	Central America	Spanish	Policy
COMSECONDFLT	Dep. POLAD	O-5	Central America	Spanish	Policy/Advisor

Total billets: 2

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Commander Second Fleet identified these constrained FAO billets.

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## Constrained billets: FFC



Activity Name	Billet Type	Rank	Region	Language	Function
FFC	N5 Branch Chief	O-5	South America	Spanish	TSC/Fleet policy
FFC	N5 W. Hemisphere	O-4	South America	Spanish	NORTHCOM/Policy

Total billets = 2

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Fleet Forces Command identified these constrained FAO billets.

## Constrained billets: NECC



Activity Name	Billet Type	Rank	Region	Language	Function
NECC	MCAG - CO	O-6	Any	Any	Policy
NECC	MCAS CO	O-5	Any	Any	Civil affairs
NECC	MCAG staff	O-5	Any	Any	Civil affairs
NECC	MCAG staff	O-5	Any	Any	Civil affairs
NECC	MCAG staff	O-5	Any	Any	Civil affairs
NECC	MCAG staff	O-5	Any	Any	Civil affairs
NECC	MCAU Leader	O-4	Any	Any	Civil affairs
NECC	MCAS staff	O-4	Europe	ARL	Civil affairs
NECC	MCAS staff	O-4	Asia	ARL	Civil affairs
NECC	MCAS staff	O-4	Africa	ARL	Civil affairs

Total billets: 10

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Naval Expeditionary Combat Command identified these constrained FAO billets.



## Constrained billets: OPNAV



Activity Name	Billet Type	Rank	Region	Language	Function
OPNAV	Int'l Affairs Pol-Mil Officer	O-5	NE Asia/Japan	ARL	Pol-mil affairs
OPNAV	Int'l Affairs Pol-Mil Officer	O-5	Middle East/S Asia	ARL	Pol-mil affairs
OPNAV	Int'l Affairs Branch Head (N522)	O-6	E Asia	ARL	Pol-mil affairs
OPNAV	Int'l Affairs Pol-Mil Officer	O-4	E Asia	ARL	Pol-mil affairs
OPNAV	Int'l Affairs Branch Head (N523)	O-6	W Hemisphere	ARL	Pol-mil affairs
OPNAV	Int'l Affairs Pol-Mil Officer	O-4	South America	ARL	Pol-mil affairs
OPNAV	Int'l Affairs Pol-Mil Officer	O-4	Central America	ARL	Pol-mil affairs
OPNAV	Int'l Affairs Pol-Mil Officer	O-5	S Europe	ARL	Pol-mil affairs
OPNAV	Int'l Affairs Branch Head (N524)	O-6	Europe/Russia	ARL	Pol-mil affairs
OPNAV	Int'l Affairs Pol-Mil Officer	O-4	Europe	ARL	Pol-mil affairs

Total billets: 10

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OPNAV N5 SP identified these constrained FAO billets.

## Constrained billets: NIPO



Activity Name	Billet Type	Rank	Region	Language	Function
Navy IPO	Int'l Affairs Dep Director	O-5	Any	Any	Pol-mil/sales
Navy IPO	Int'l Affairs Dir Security Asst Ops	O-6	Any	Any	Pol-mil/sales
Navy IPO	Int'l Affairs Dir E Asia/Pacific	O-6	Any	Any	Pol-mil/sales
Navy IPO	Int'l Affairs Ships Lease/Xfer Prog Man	O-4	Any	Any	Pol-mil/sales
Navy IPO	Int'l Affairs Pgm Specialist	O-5	Any	Any	Pol-mil/sales
Navy IPO	Int'l Affairs Pgm Specialist	O-5	Any	Any	Pol-mil/sales
Navy IPO	Int'l Affairs Pgm Specialist	O-5	Any	Any	Pol-mil/sales
Navy IPO	Int'l Affairs Pgm Specialist	O-5	Any	Any	Pol-mil/sales
Navy IPO	Int'l Affairs Pgm Specialist	O-4	Any	Any	Pol-mil/sales
Navy IPO	Int'l Affairs Pgm Specialist	O-4	Any	Any	Pol-mil/sales
Navy IPO	Int'l Affairs Div Dir W Europe/NATO	O-5	Any	Any	Pol-mil/sales
Navy IPO	P&P Dir, Asst Tech Branch Head	O-4	Any	Any	Pol-mil/sales

Total billets: 12

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Navy International Programs Office identified these constrained FAO billets.

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## Constrained billets: SAO



Activity Name	Location	Billet Type	Rank	Region	Language	Function
ODC CENTCOM	Egypt, Cairo OMC	Navy Section Chief	O-5	Arab World	Arabic Egyptian	Sales/pol-mil
ODC CENTCOM	Egypt, Cairo OMC	Dep Navy Section Chief	O-4	Arab World	Arabic Egyptian	Sales/pol-mil
ODC CENTCOM	Egypt, Cairo OMC	OMC officer	O-4	Arab World	Arabic Egyptian	Sales/pol-mil
ODC CENTCOM	Egypt, Cairo OMC	OMC officer	O-5	Arab World	Arabic Egyptian	Sales/pol-mil
ODC CENTCOM	Kuwait, Taft, Al Kuwait	Facilities Mngr/SURWAR Adv	O-5	Arab World	Arabic	Sales/pol-mil
ODC CENTCOM	Kuwait, OMC Scty Coop Div	Dir Security Coop Directorate	O-6	Middle East	Arabic	Sales/pol-mil
ODC CENTCOM	Pakistan, O&M Mil Coord Act	Programs/Exercise Officer	O-5	Middle East/Pak	Urdu	Sales/pol-mil
ODC CENTCOM	Iraq, OMC Office of Chief	FMS Officer	O-4	Middle East	Arabic	Sales/pol-mil
ODC CENTCOM USMTM	Saudi Arabia, Jubail	Det Chief	O-5	Middle East/Gulf	Arabic	Pol-mil affairs
ODC CENTCOM USMTM	Saudi Arabia, Jidda	Senior Navy Advisor	O-5	Middle East/Gulf	Arabic	Pol-mil affairs

Total billets: 10

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The Naval Component Commands identified these constrained FAO billets.



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## Constrained billets: SAO

Activity Name	Location	Billet Type	Rank	Region	Language	Function
ODC EUCOM	Bulgaria, Sofia ODC	ODC Chief	O-6	E Europe	Bulgarian	Sales/pol-mil
ODC EUCOM	Denmark ODC	Armaments Coop Officer	O-5	W Europe	Danish	Sales/pol-mil
ODC EUCOM	France, Paris Spec Act DCA	Armaments Coop Officer	O-5	W Europe	French	Sales/pol-mil
ODC EUCOM	Germany, Bonn ODC	Navy Affairs Officer	O-5	W Europe	German	Sales/pol-mil
ODC EUCOM	Italy, Rome Spec Act DCA	DCA MGTN	O-5	W Europe	Italian	Sales/pol-mil
ODC EUCOM	Liberia, Monrovia ODC	Dep ODC Chief	O-5	W Africa/GoG	ARL	Sales/pol-mil
ODC EUCOM	Netherlands ODC	Logistics officer/ Dep Nav Aff	O-5	W Europe	Dutch	Sales/pol-mil
ODC EUCOM	Poland, Warsaw SAO	DCA MGR	O-4	W Europe	TBD	Sales/pol-mil
ODC EUCOM	Portugal, Lisbon ODC	ODC	O-6	W Europe	Portuguese	Sales/pol-mil
ODC EUCOM	Portugal, Lisbon ODC	ODC Chief	O-5	W Europe	Portuguese	Sales/pol-mil
ODC EUCOM	Spain, Madrid ODC	Navy Program Manager	O-5	W Europe	Spanish	Sales/pol-mil
ODC EUCOM	Spain, Madrid ODC	ODC Chief	O-6	W Europe	Spanish	Sales/pol-mil
ODC EUCOM	Tunisia, Tunis ODC	Mil Assistance Officer	O-4	N Africa	French	Sales/pol-mil
ODC EUCOM	Turkey, Ankara ODC	CH SCD 4330A/001	O-6	Turkey/S Europe	Turkish	Sales/pol-mil
ODC EUCOM	Turkey, Ankara ODC	Aviation and Sub planner	O-4	Turkey/S Europe	Turkish	Sales/pol-mil
ODC EUCOM	Turkey, Ankara ODC	Navy Div Chief	O-5	Turkey/S Europe	Turkish	Sales/pol-mil
ODC EUCOM	UK, London England Spec Act DCA	Armaments Coop Officer	O-5	W Europe	ARL	Sales/pol-mil
ODC EUCOM MILGRP	Greece, Athens ODC	Navy Programs Manager	O-5	W Europe	Greek	Sales/pol-mil
ODC EUCOM	Israel	Chief, ODC	O-6	Middle East	Hebrew/ARL	Sales/pol-mil
ODC EUCOM	France, Special Activities DCA	Dir of Naval Affairs	O-5	Europe	French	Sales/pol-mil
ODC EUCOM	Greece, Security Assistance Division	Navy Program Manager	O-4	Europe	Greek	Sales/pol-mil
ODC EUCOM	Turkey, Ankara DAT	Deputy Director	O-5	Middle East	Turkish	Sales/pol-mil
ODC EUCOM	Morocco, Navy Section	Sec Assistance Prog Officer	O-4	N Africa	French	Sales/pol-mil
ODC EUCOM	Italy, Rome ODC Sending Office	Chief USSSO	O-5	Europe	Italian	Sales/pol-mil

Total billets: 24

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The Naval Component Commands identified these constrained FAO billets.

# Constrained billets: SAO



Activity Name	Location	Billet Type	Rank	Region	Language	Function
ODC SOUTHCOM	Argentina, Buenos Aires Spec Act	Navy Service Rep	O-5	S America	Spanish	Sales/pol-mil
ODC SOUTHCOM	Bolivia, La Paz US MILGRP	Navy Section Chief	O-5	S America	Spanish	Sales/pol-mil
ODC SOUTHCOM	Brazil, Brasilia Mil Liaison Officer	Navy Service Rep	O-5	S America	Portuguese	Sales/pol-mil
ODC SOUTHCOM	Ecuador, Quito SA	Navy Rep	O-5	S America	Spanish	Sales/pol-mil
ODC SOUTHCOM MILGRP	Honduras, Tegucigalpa	Navy Program Manager	O-5	Cent America	Spanish	Sales/pol-mil
ODC SOUTHCOM	Panama, Panama City ODC	ODC Chief	O-5	Cent America	Spanish	Sales/pol-mil
ODC SOUTHCOM	Uruguay, Montevideo ODC	Navy Rep	O-5	S America	Spanish	Sales/pol-mil
ODC SOUTHCOM MAAG	Dominican Republic, Santo Domingo	Training officer/Navy Rep	O-4	S America	Spanish	Sales/pol-mil
ODC SOUTHCOM MAAG	Peru, Lima US MAAG	Senior Navy Rep	O-5	S America	Spanish	Sales/pol-mil
ODC SOUTHCOM MILGRP	Chile, Valparaiso US MILGRP	Navy/Marine Corp Rep	O-5	S America	Spanish	Sales/pol-mil
ODC SOUTHCOM MILGRP	Colombia, Bogota US MILGRP	Navy Section Chief	O-6	S America	Spanish	Sales/pol-mil
ODC SOUTHCOM MILGRP	El Salvador, San Salvador	Navy Section Chief	O-5	Cent America	Spanish	Sales/pol-mil
ODC SOUTHCOM	Mexico (O&M)	Navy Rep	O-4	S America	Spanish	Sales/pol-mil
ODC SOUTHCOM	Peru (O/M)	Navy Plans Officer	O-4	S America	Spanish	Sales/pol-mil
ODC SOUTHCOM MLO	Suriname	OPNS Officer	O-4	S America	Dutch	Sales/pol-mil
ODC SOUTHCOM USMAAG	Dominican Republic	IMET/FMS/FMF Coordinator	O-4	Caribbean	Spanish	Sales/pol-mil
ODC SOUTHCOM USMLO	Jamaica	Deputy MLO	O-4	Caribbean	ARL	Sales/pol-mil
ODC SOUTHCOM USMLO	Bahamas	USNLO (O/M)	O-4	Caribbean	ARL	Sales/pol-mil

Total billets: 18

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The Naval Component Commands identified these constrained FAO billets.

## Constrained billets: SAO



Activity Name	Location	Billet Type	Rank	Region	Language	Function
ODC PACOM	Australia DCA US Embassy	Navy Program Manager	O-4	Australia/Oceania	ARL	Sales/pol-mil
ODC PACOM	India ODC, US Embassy	Naval Operations Officer	O-4	S Asia/India	ARL	Sales/pol-mil
ODC PACOM	India, New Delhi ODC	ODC Chief	O-6	S Asia/India	Hindu	Sales/pol-mil
ODC PACOM	Japan MDAO US Embassy	ODC Chief	O-6	NE Asia	Japanese	Sales/pol-mil
ODC PACOM	Japan MDAO US Embassy	Dir Naval Aviation Programs	O-5	NE Asia	Japanese	Sales/pol-mil
ODC PACOM	Japan MDAO US Embassy	Dir Naval Sea Systems Prgrm	O-5	NE Asia	Japanese	Sales/pol-mil
ODC PACOM	Korea, Yongsan Garrison DCA	Navy Programs Officer	O-5	NE Asia	Korean	Sales/pol-mil
ODC PACOM	Malaysia, Kuala Lumpur SAO	Navy Program Manager	O-4	SE Asia	Malay	Sales/pol-mil
ODC PACOM	Singapore SAO	Navy Program Manager	O-4	SE Asia	Malay	Sales/pol-mil
ODC PACOM	Taiwan, Taipei DSCA AIT	Navy Programs Officer	O-5	NE Asia	Chinese Mand	Sales/pol-mil
ODC PACOM JUSMAG	Korea, Yongsan Garrison JUSMAG	Surface Systems Programs	O-5	NE Asia	Korean	Sales/pol-mil
ODC PACOM JUSMAG	Korea, Yongsan Garrison JUSMAG	Aviation Programs Manager	O-4	NE Asia	Korean	Sales/pol-mil
ODC PACOM JUSMAG	Philippines Luzon Manila JUSMAG	Navy/Marine Requirement Officer	O-5	SE Asia	Tagalog	Sales/pol-mil
ODC PACOM JUSMAG	Philippines Luzon Manila JUSMAG	Security Assistance Officer	O-5	SE Asia	Tagalog	Sales/pol-mil
ODC PACOM JUSMAG	Philippines JUSMAG US Embassy	Navy/Marine Ops & Plans Officer	O-4	SE Asia	Tagalog	Sales/pol-mil
ODC PACOM JUSMAG	Philippines Luzon Manila JUSMAG	Naval Operations Officer	O-4	SE Asia	Tagalog	Sales/pol-mil
ODC PACOM JUSMAG	Thailand, Bangkok JUSMAG	JUSMAG Chief	O-5	SE Asia	Thai	Sales/pol-mil
ODC PACOM JUSMAG	Thailand, Bangkok JUSMAG	Naval Operations Officer	O-4	SE Asia	Thai	Sales/pol-mil
ODC PACOM	Papua New Guinea	Navy Sec Assistance Prog Mgr	O-4	Oceania	ARL	Sales/pol-mil
ODC PACOM USDAO	Fiji	Sec Assistance Prog Manager	O-4	Oceania	ARL	Sales/pol-mil

Total billets: 20

UNCLASSIFIED

44

The Naval Component Commands identified these constrained FAO billets.

## Constrained billets: Attaché



Activity Name	Location	Billet Type	Rank	Region	Language	Function
Attache PACOM	Australia, Canberra	ALUSNA	O-6	SE ASIA	ARL	Attache
Attache PACOM	China, Peking	ALUSNA	O-6	China	Chinese Mandarin	Attache
Attache PACOM	Hong Kong	DATT/ NAVLO	O-6	NE Asia	Chinese Mandarin	Attache
Attache PACOM	India, New Delhi	ALUSNA	O-6	S Asia/India	Hindu	Attache
Attache PACOM	India, New Delhi	Assist ALUSNA	O-4	S Asia/India	Hindu	Attache
Attache PACOM	Indonesia Java, Dkakarta	ALUSNA	O-6	SE Asia	Indonesian	Attache
Attache PACOM	Japan, Honshu Tokyo	DATT/ ALUSNA	O-6	NE Asia	Japanese	Attache
Attache PACOM	Madagascar, Tananarive	DATT/ ALUSNA	O-5	E Africa	French	Attache
Attache PACOM	Malaysia, Kuala Lumpur	ALUSNA	O-6	SE Asia	Malay	Attache
Attache PACOM	New Zealand, Wellington	ALUSNA	O-6	Oceania	ARL	Attache
Attache PACOM	Philippines, Luzon Manila	Assist ALUSNA	O-6	SE Asia	Tagalog	Attache
Attache PACOM	Singapore	DATT/ ALUSNA	O-6	SE Asia	Malay	Attache
Attache PACOM	South Korea, Seoul	ALUSNA	O-6	NE Asia	Korean	Attache
Attache PACOM	Taiwan, Taipei	NAVLO	O-5	NE Asia	Chinese Mandarin	Attache
Attache PACOM	Thailand, Bangkok	ALUSNA	O-6	SE Asia	Thai	Attache
Attache PACOM	Thailand, Bangkok	ALUSNA	O-5	SE Asia	Thai	Attache

Total billets: 16

UNCLASSIFIED

45

The Attaché Office within the Office of Naval Intelligence identified these constrained FAO billets.



## Constrained billets: Attaché

Activity Name	Location	Billet Type	Rank	Region	Language	Function
Attache EUCOM	Albania, Tirana	DATT/ ALUSNA	O-5	E Europe	Albanian	Attache
Attache EUCOM	Bulgaria, Sofia	ALUSNA	O-5	E Europe	Bulgarian	Attache
Attache EUCOM	Denmark, Copenhagen	DATT/ NAV ATT	O-6	Europe	Danish	Attache
Attache EUCOM	England, London	DATT/ ALUSNA	O-6	Europe	ARL	Attache
Attache EUCOM	Estonia, Tallinn	DATT/ ALUSNA	O-5	E Europe	Estonian	Attache
Attache EUCOM	France, Paris	ALUSNA	O-6	Europe	French	Attache
Attache EUCOM	Germany, Berlin	ALUSNA	O-6	Europe	German	Attache
Attache EUCOM	Ghana, Accra	ALUSNA	O-5	GOG/W Africa	ARL	Attache
Attache EUCOM	Greece, Athens	DATT/ ALUSNA	O-6	Europe	Greek	Attache
Attache EUCOM	Israel, Tel Aviv	ALUSNA	O-5	Middle East	Hebrew	Attache
Attache EUCOM	Italy, Rome	DATT/ ALUSNA	O-6	Europe	Italian	Attache
Attache EUCOM	Malta, Valletta	DATT/ Assist ALUSNA	O-4	Europe	Maltese	Attache
Attache EUCOM	Morocco, Rabat	DATT/ ALUSNA	O-5	N Africa	French	Attache
Attache EUCOM	Netherlands, The Hague	DATT/ ALUSNA	O-6	Europe	Dutch	Attache
Attache EUCOM	Norway, Oslo	DATT/NAV ATT	O-6	Europe	ARL	Attache
Attache EUCOM	Portugal, Lisbon	ALUSNA	O-6	Europe	Portuguese	Attache
Attache EUCOM	Romania, Bucharest	ALUSNA	O-5	E Europe	Romanian	Attache
Attache EUCOM	Russia, Moscow	ALUSNA	O-6	NE Asia	Russian	Attache
Attache EUCOM	Russia, Moscow	Assist ALUSNA	O-5	NE Asia	Russian	Attache
Attache EUCOM	South Africa, Pretoria	ALUSNA	O-6	S Africa	ARL	Attache
Attache EUCOM	Spain, Madrid	ALUSNA	O-6	Europe	Spanish	Attache
Attache EUCOM	Sweden, Stockholm	ALUSNA	O-6	Europe	Swedish	Attache
Attache EUCOM	Tunisia, Tunis	ALUSNA	O-5	N Africa	French/Arabic	Attache
Attache EUCOM	Turkey, Ankara	ALUSNA	O-6	Middle East	Turkish	Attache
Attache EUCOM	Ukraine, Kiev	ALUSNA	O-5	E Europe	Russian	Attache

UNCLASSIFIED

Total billets: 25

The Attaché Office within the Office of Naval Intelligence identified these constrained FAO billets.

## Constrained billets: Attaché



Activity Name	Location	Billet Type	Rank	Region	Language	Function
Attache SOUTHCOM	Argentina, Buenos Aires	ALUSNA	O-6	S America	Spanish (Latin Amer)	Attache
Attache SOUTHCOM	Brazil, Brasilia	Assist ALUSNA	O-5	Europe	Portuguese	Attache
Attache SOUTHCOM	Chile, Santiago	DATT/ ALUSNA	O-6	S America	Spanish (Latin Amer)	Attache
Attache SOUTHCOM	Chile, Santiago	Assist ALUSNA	O-4	S America	Spanish (Latin Amer)	Attache
Attache SOUTHCOM	Colombia, Bogota	ALUSNA	O-5	S America	Spanish (Latin Amer)	Attache
Attache SOUTHCOM	Ecuador, Quito	ALUSNA	O-6	S America	Spanish (Latin Amer)	Attache
Attache SOUTHCOM	Honduras, Tegucigalpa	ALUSNA	O-4	Latin America	Spanish (Latin Amer)	Attache
Attache SOUTHCOM	Jamaica, Kingston	DATT/ ALUSNA	O-5	Caribbean	ARL	Attache
Attache SOUTHCOM	Peru, Lima	DATT/ ALUSNA	O-6	S America	Spanish (Latin Amer)	Attache
Attache SOUTHCOM	Venezuela, Caracas	ALUSNA	O-6	S America	Spanish (Latin Amer)	Attache

Total billets: 10

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UNCLASSIFIED

The Attaché Office within the Office of Naval Intelligence identified these constrained FAO billets.

## Constrained billets: Attaché



Activity Name	Location	Billet Type	Rank	Region	Language	Function
Attache CENTCOM	Egypt, Cairo	ALUSNA	O-6	Middle East	Arabic (Egyptian)	Attache
Attache CENTCOM	Kenya, Nairobi	ALUSNA	O-5	E Africa	French	Attache
Attache CENTCOM	Pakistan, Islamabad	ALUSNA	O-6	S Asia/Middle East	Urdu	Attache
Attache CENTCOM	Qatar, Doha	DATT/ALUSNA	O-5	Middle East	Arabic (MS)	Attache
Attache CENTCOM	Saudi Arabia, Riyadh	ALUSNA	O-5	Middle East	Arabic (Saudi)	Attache
Attache CENTCOM	UAE, Abu Dhabi	ALUSNA	O-4	Middle East	Arabic (MS)	Attache

Activity Name	Location	Billet Type	Rank	Region	Language	Function
Attache NORTHCOM	Canada, Ottawa Ontario	ALUSNA	O-6	Any	French	Attache
Attache NORTHCOM	Mexico	ALUSNA	O-6	S America	Spanish (Latin Amer)	Attache

Total billets: 8

UNCLASSIFIED

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The Attaché Office within the Office of Naval Intelligence identified these constrained FAO billets.

# Constrained billets: Joint



Activity Name	Dept Title	Billet Type	Rank	Region	Language	Function
USPACOM STAND JF	Plans	Pol-mil planner	O-4		ARL	Pol-mil affairs
USPACOM STAND JF	Plans	Pol-mil planner	O-5		ARL	Pol-mil affairs
CENTCOM HQ	Plans & Policy Branch	International Program Mgr	O-4		ARL	Pol-mil affairs
CENTCOM HQ	Gulf Branch	International Program Mgr	O-4	Mid East/Gulf	Arabic	Pol-mil affairs
EUCOM HQ	SE Europe Branch	Intl Pol-mil Affairs Officer	O-4	SE Europe	ARL	Pol-mil affairs
EUCOM HQ	MEAA Branch	International Program Mgr	O-4		ARL	Pol-mil affairs
EUCOM HQ	Assessments Branch	Capabilities Development Officer	O-4		ARL	Pol-mil affairs
EUCOM HQ	CEE Branch	International Program Mgr	O-5		ARL	Pol-mil affairs
EUCOM HQ	Mil-to-mil Contact Program	Chief, Mil to Mil Programs	O-5		ARL	Pol-mil affairs
EUCOM HQ	Africa Programs Branch	Intl Pol-mil Affairs Officer	O-5	Africa	ARL	Pol-mil affairs
EUCOM HQ	S & E Africa Branch	Intl Pol-mil Affairs Officer	O-5	S/E Africa	ARL	Pol-mil affairs
EUCOM HQ	Assessments Branch	Capabilities Development Officer	O-5		ARL	Pol-mil affairs
EUCOM HQ	W Europe Branch	Intl Pol-mil Affairs Officer	O-5	W Europe	ARL	Pol-mil affairs
EUCOM HQ	W Europe Branch	Intl Pol-mil Affairs Officer	O-4	W Europe	ARL	Pol-mil affairs
JFCOM HDQTRS	Political Advisor Intl Affairs - J005	Military Assistant/EA	O-5		ARL	Pol-mil affairs
NORAD HQ	Political Advisor (POLAD)	Deputy POLAD	O-5		ARL	Pol-mil affairs
PACOM HQ	Sec Asst & Intl Coop Prog Div	Deputy, SAO & Intl Coop Div	O-6		ARL	Pol-mil affairs
PACOM HQ	Sec Asst & TSCP Branch	Country Desk Officer SE Asia	O-5	SE Asia	ARL	Pol-mil affairs
PACOM HQ	NEA, Pol Div	Division Chief	O-6	Mid East	ARL	Pol-mil affairs
PACOM HQ	Theater Sec Coop Div/J56	Division Chief	O-6		ARL	Pol-mil affairs
PACOM HQ	S & SE Asia & Oceania Pol Div	Country Director	O-4	S & SE Asia	ARL	Pol-mil affairs
PACOM HQ	NEA, Pol Div	Country Director	O-4	Mid East	ARL	Pol-mil affairs
PACOM HQ	S & SE Asia & Oceania Pol Div	Deputy Division Chief	O-5	S/SE Asia & Oceania	ARL	Pol-mil affairs

Total billets: 23

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UNCLASSIFIED

We identified these constrained FAO billets from within the Joint billet database.



## Constrained billets: Joint



Activity Name	Dept Title	Billet Type	Rank	Region	Language	Function
USPACOM SA REP GUAM	USPACOM Rep. GUAM	Pol-Mil Officer	O-4	Oceania	ARL	Pol-mil affairs
JNT STF JNT CHIEF STF WASH	W Europe Country Branch	Pol-mil planner	O-5	W Europe	ARL	Pol-mil affairs
JNT STF JNT CHIEF STF WASH	European & NATO Policy Div	Pol-mil planner	O-5	W Europe	ARL	Pol-mil affairs
JNT STF JNT CHIEF STF WASH	E Europe & Eurasia Div	Chief, E Europe & Eurasia Div	O-5	E Europe/Russia	ARL	Pol-mil affairs
JNT STF JNT CHIEF STF WASH	Detainee Affairs Dev	Pol-mil planner	O-5	SE Asia	ARL	Pol-mil affairs
JNT STF JNT CHIEF STF WASH	South Asia Branch	Pol-mil planner	O-5	S Asia	ARL	Pol-mil affairs
JNT STF JNT CHIEF STF WASH	European & NATO Policy Div	Pol-mil planner	O-5	Europe	ARL	Pol-mil affairs
JNT STF JNT CHIEF STF WASH	Regional Division	Pol-mil planner	O-5		ARL	Pol-mil affairs
JNT STF JNT CHIEF STF WASH	SE Asia Branch	Pol-mil planner	O-5	SE Asia	ARL	Pol-mil affairs
JNT STF JNT CHIEF STF WASH	DDPMA-Asia	Pol-mil planner/EA	O-5	Asia	ARL	Pol-mil affairs
JNT STF JNT CHIEF STF WASH	International Negotiations Div	Pol-mil planner	O-5		ARL	Pol-mil affairs
JNT STF JNT CHIEF STF WASH	Stab Ops Sec Asst Div	Pol-mil planner	O-5		ARL	Pol-mil affairs
JNT STF JNT CHIEF STF WASH	Americas Division	Pol-mil planner	O-5	S America	ARL	Pol-mil affairs
JNT STF JNT CHIEF STF WASH	South Asia Branch	Pol-mil planner	O-5	S Asia	ARL	Pol-mil affairs
JNT STF JNT CHIEF STF WASH	Americas Division	Pol-mil planner	O-5	S America	ARL	Pol-mil affairs
JNT STF JNT CHIEF STF WASH	Africa Division	Pol-mil planner	O-5	Africa	ARL	Pol-mil affairs
JNT STF JNT CHIEF STF WASH	Coalition Affairs Division	Pol-mil planner	O-5		ARL	Pol-mil affairs
JNT STF JNT CHIEF STF WASH	Regional Division	Pol-mil planner	O-5		ARL	Pol-mil affairs
JNT PERS MIA/POW ACCTG COM	Policy & Negotiations/J5	Director J5/Pol and Neg	O-5		ARL	Pol-mil affairs

Total billets: 19

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UNCLASSIFIED

We identified these constrained FAO billets from within the Joint billet database.

## Constrained billets: Joint



Activity Name	Dept Title	Billet Type	Rank	Region	Language	Function
IA	Plans	Strategic Policy Planner	O-4		ARL	Pol-mil affairs
IA	CCJ5-Strategy Division	HOA Strat Effects Analysis	O-4	HOA/Mid East	ARL	Pol-mil affairs
IA	CCJ5-CCC Operations	Engagements Officer	O-5		ARL	Pol-mil affairs
IA	CCJ5-Strategy Division	Arab Pen/Levant Strat Eff Analysis	O-5	Mid East	Arabic	Pol-mil affairs
IA	CCJ5-CMO Operations	HOA Region OPNS Officer	O-4	HOA/Mid East	ARL	Pol-mil affairs
IA	CCJ5-Policy Division	Iraq Policy Officer	O-4	Mid East/Iraq	Arabic	Pol-mil affairs
IA	J5	TSC Planner - Yemen	O-4	Mid East/Gulf		Pol-mil affairs
IA	J5	Director Security Cooperation	O-5		ARL	Pol-mil affairs
IA	Office of the Commander	Regional Advisor - Area East	O-5		ARL	Pol-mil affairs
NDU	National Strategic Gaming Cen	Politico Military Analyst	O-5		ARL	Pol-mil affairs

Total billets: 10

UNCLASSIFIED

51

We identified these constrained FAO billets from within the Joint billet database.



## Unconstrained Billets

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# Unconstrained billets: NAVCENT

Activity Name	Billet Type	Rank	Region	Language	Function
COMUSNAVCENT	N52	O-5	Iran/Middle East	Farsi	Pol-mil affairs
COMUSNAVCENT	LNO UAE	O-4	Middle East/Gulf	Arabic	Any
COMUSNAVCENT	LNO Saudi Arabia	O-4	Middle East/Gulf	Arabic	Any
COMUSNAVCENT	LNO Bahrain	O-4	Middle East/Gulf	Arabic	Any
COMUSNAVCENT	LNO Qatar	O-4	Middle East/Gulf	Arabic	Any
COMUSNAVCENT	LNO Iraq	O-4	Middle East	Arabic	Any
COMUSNAVCENT	LNO Syria	O-4	Middle East	Arabic	Any
COMUSNAVCENT	LNO Jordan	O-4	Middle East	Arabic	Any
COMUSNAVCENT	LNO Egypt	O-4	Middle East	Arabic	Any
COMUSNAVCENT	LNO Sudan	O-4	Middle East	Arabic	Any
COMUSNAVCENT	LNO Ethiopia	O-4	E Africa/Mid East	Arabic	Any
COMUSNAVCENT	LNO Eritrea	O-4	E Africa/Mid East	French	Any
COMUSNAVCENT	LNO Djibouti	O-4	E Africa/Mid East	French	Any
COMUSNAVCENT	LNO Somalia	O-4	E Africa/Mid East	French	Any
COMUSNAVCENT	LNO Kenya	O-4	E Africa/Mid East	ARL	Any
COMUSNAVCENT	LNO Iran	O-4	Middle East/Iran	Farsi	Any
COMUSNAVCENT	LNO Pakistan	O-4	Middle East	Urdu	Any
COMUSNAVCENT	LNO Turkmenistan	O-4	Central Asia	ARL	Any
COMUSNAVCENT	LNO Uzbekistan	O-4	Central Asia	ARL	Any
COMUSNAVCENT	LNO Kazakhstan	O-4	Central Asia	Russian/ARL	Any

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UNCLASSIFIED

Total billets: 20

U.S. Naval Forces Central Command identified these unconstrained FAO billets.



# Unconstrained billets: CNE-C6F



Activity Name	Billet Type	Rank	Region	Language	Function
CNE-C6F	Dep. POLAD	O-5	Europe	ARL	Policy/Advisor
CNE-C6F	LNO Ghana	O-4	W Africa/GOG	ARL	Any
CNE-C6F	LNO Gabon	O-5	W Africa/GOG	French	Any
CNE-C6F	LNO Nigeria	O-4	W Africa/GOG	ARL	Any
CNE-C6F	LNO Angola	O-4	W Africa/GOG	Portuguese	Any
CNE-C6F	LNO Sao Tome & Princ.	O-4	W Africa/GOG	Portuguese	Any
CNE-C6F	LNO Cameroon	O-4	W Africa/GOG	French	Any
CNE-C6F	LNO Benin	O-4	W Africa/GOG	French	Any
CNE-C6F	LNO Gabon	O-4	W Africa/GOG	French	Any
CNE-C6F	LNO Equatorial Guinea	O-4	W Africa/GOG	French or Spanish	Any
CNE-C6F	LNO Ukraine	O-4	E. Europe	Ukrainian	Any
CNE-C6F	LNO Romania	O-4	E. Europe	Romanian	Any
CNE-C6F	LNO Bulgaria	O-4	E. Europe	Bulgarian	Any
CNE-C6F	LNO Turkey	O-4	E. Europe	Turkish	Any
CNE-C6F	LNO Georgia	O-4	SW Asia	Georgian	Any
CNE-C6F	LNO Russia	O-4	SW Asia	Russian	Any
CNE-C6F	LNO Azerbaijan	O-4	SW Asia	Azeri	Any

Total billets: 17

54

UNCLASSIFIED

Commander Navy Europe - Commander Sixth Fleet identified these unconstrained FAO billets.

UNCLASSIFIED

# Unconstrained billets: PACFLT



Activity Name	Billet Type	Rank	Region	Language	Function
PACFLT	N51 Country officer	O-3 or O-4	Russia	Russian	Pol-mil affairs
PACFLT	Deputy POLAD	O-5	Any regional expertise	ARL	Policy/advisor

Total billets: 2

UNCLASSIFIED

55

Pacific Fleet identified these unconstrained FAO billets.

# Unconstrained billets: NAVSO



Activity Name	Billet Type	Rank	Region	Language	Function
COMUSNAVSO	N5 staff	O-4	S America/Haiti	French/Creole	Pol-mil affairs
COMUSNAVSO	N5 staff	O-4	S America/Peru	Span/Quechua/Aymara	Pol-mil affairs
COMUSNAVSO	N5 staff	O-4	S America/Argentina	Spanish/Arabic	Pol-mil affairs
COMUSNAVSO	N5 staff	O-4	S America/Brazil	Portuguese	Pol-mil affairs
COMUSNAVSO	N7 staff	O-4	Andean Ridge/Southern Cone	Spanish/Portuguese	TSC policy
COMUSNAVSO	N7 staff	O-4	Caribbean/CENTAM	Spanish/French	TSC policy

Total billets: 6

UNCLASSIFIED

56

U.S. Naval Forces Southern Command identified these unconstrained FAO billets.

# Unconstrained billets: NECC



Activity Name	Billet Type	Rank	Region	Language	Function
NECC	MCAS staff	O-4	Africa	ARL	Civil affairs
NECC	MCAS staff	O-4	Africa	ARL	Civil affairs
NECC	MCAS staff	O-4	Asia	ARL	Civil affairs
NECC	MCAS staff	O-4	Asia	ARL	Civil affairs
NECC	MCAG staff	O-4	Middle East	ARL	Civil affairs
NECC	MCAG staff	O-4	Middle East	ARL	Civil affairs
NECC	MCAG staff	O-4	Middle East	ARL	Civil affairs
NECC	MCAG staff	O-4	South America	ARL	Civil affairs
NECC	MCAG staff	O-4	South America	ARL	Civil affairs
NECC	MCAG staff	O-4	South America	ARL	Civil affairs

Total billets: 10

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UNCLASSIFIED

Naval Expeditionary Combat Command identified these unconstrained FAO billets.



## Unconstrained billets: SAO



Activity Name	Billet Type	Rank	Region	Language	Function
EUCOM	ODC Bulgaria/Romania	O-4	E. Europe	ARL	Pol-mil/sales
EUCOM	ODC Algeria	O-4	N. Africa	French/Arabic	Pol-mil/sales
EUCOM	ODC Ghana	O-4	W Africa/GOG	ARL	Pol-mil/sales
EUCOM	ODC Nigeria	O-4	W Africa/GOG	ARL	Pol-mil/sales
EUCOM	ODC Angola	O-4	W Africa/GOG	Portuguese	Pol-mil/sales
EUCOM	ODC Liberia	O-4	W Africa/GOG	ARL	Pol-mil/sales
EUCOM	ODC South Africa	O-4	S. Africa	ARL	Pol-mil/sales
EUCOM	ODC Kenya	O-4	E. Africa	ARL	Pol-mil/sales
EUCOM	ODC Sao Tome and Principe	O-4	W Africa/GOG	Portuguese	Pol-mil/sales
EUCOM	ODC Senegal	O-4	W Africa/GOG	French	Pol-mil/sales
EUCOM	ODC Benin	O-4	W Africa/GOG	French	Pol-mil/sales
EUCOM	ODC Gabon	O-4	W Africa/GOG	French	Pol-mil/sales
EUCOM	ODC Libya	O-4	N. Africa	Arabic	Pol-mil/sales
EUCOM	ODC Cameroon	O-4	W Africa/GOG	French	Pol-mil/sales
EUCOM	ODC Mauritania	O-4	W Africa/GOG	Arabic	Pol-mil/sales

Total billets: 15

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UNCLASSIFIED

The Naval Component Commands identified these unconstrained FAO billets.

# Unconstrained billets:

## Attaché

Activity Name	Location	Billet Type	Rank	Region	Language	Function
Attache EUCOM	Greece	Assist ALUSNA		Europe	Greek	Attache
Attache EUCOM	Lithuania	ALUSNA		E Europe	Lithuanian	Attache
Attache EUCOM	Libya	DATT/ALUSNA		N Africa	Arabic	Attache
Attache EUCOM	Morocco	Assist ALUSNA	O-5	N Africa	French/Arabic	Attache
Attache EUCOM	Algeria	ALUSNA	O-5	N Africa	French/Arabic	Attache
Attache EUCOM	Nigeria	ALUSNA	O-4	W Africa/GOG	ARL	Attache
Attache EUCOM	Ivory Coast	ALUSNA		W Africa/GOG	French	Attache
Attache EUCOM	Ghana	ALUSNA	O-5	W Africa/GOG	ARL	Naval Attache
Attache EUCOM	Liberia	ALUSNA	O-4	W Africa/GOG	ARL	Naval Attache
Attache EUCOM	Kenya/Tanzania	Assist ALUSNA	O-4	E. Africa	ARL	Naval Attache
Attache EUCOM	Georgia	ALUSNA	O-4	E. Europe	Georgian	Naval Attache

Total billets: 11

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UNCLASSIFIED

The Attaché Office within the Office of Naval Intelligence and the Naval Component Commands identified these unconstrained FAO billets.

# Unconstrained billets: Attaché



Activity Name	Location	Billet Type	Rank	Region	Language	Function
Attache PACOM	Taiwan	Assist ALUSNA		NE Asia	Chinese Mandarin	Attache
Attache PACOM	Indonesia	Assist ALUSNA		SE Asia	Indonesian	Attache
Attache PACOM	Malaysia	Assist ALUSNA		SE Asia	Malay	Attache
Attache PACOM	Australia	Assist ALUSNA		Oceania	ARL	Attache
Attache PACOM	Vietnam	ALUSNA		S Asia	Vietnamese	Attache
Attache CENTCOM	Egypt	Assist ALUSNA		Mid East	Arabic	Attache
Attache CENTCOM	Eritrea (Djibouti)	ALUSNA		E Africa/Mid East	French	Attache
Attache CENTCOM	Yemen	ALUSNA	O-5	Mid East	Arabic	Attache
Attache CENTCOM	Oman	ALUSNA	O-4	Mid East	Arabic	Attache
Attache CENTCOM	UAE	Assist ALUSNA		Mid East	Arabic	Attache
Attache CENTCOM	Pakistan	Assist ALUSNA		Mid East	Urdu	Attache
Attache CENTCOM	Kuwait	ALUSNA	O-5	Middle East	Arabic	Naval attache
Attache CENTCOM	Bahrain	ALUSNA	O-4	Middle East	Arabic	Naval attache

Total billets: 13

60

UNCLASSIFIED

The Attaché Office within the Office of Naval Intelligence and the Naval Component Commands identified these unconstrained FAO billets.

